



### PROJECT IMPLEMENTATION PLAN

<b>PN Issue Date</b>	29 May 2019	
<b>Project Code</b>	18-RP-46-GE-SNP-C-08	
<b>Title</b>	Training of Trainers on Strategic Foresight and Scenario Planning	
<b>Timing and Duration</b>	16–20 September 2019 (five days)	
<b>Venue</b>	Manilla, the Philippines	
<b>Implementing Organization(s)</b>	Development Academy of the Philippines (DAP)	
<b>Number of Local Participants</b>	Up to 24 qualified participants	
<b>Target Countries</b>	The Philippines	

## **1. Objectives**

This capability-building course series aims to enhance the strategic foresight capabilities of individual member governments' trainers and equip them with the unique knowledge and competencies to teach strategic foresight practices to others and conduct training in their home countries. Specifically, the objectives are to:

- a. Enhance participating trainers' competency and practical ability to undertake strategic foresight and scenario planning as well as explain their relevance and approaches for public-sector organizations;
- b. Develop the capability of public-sector organizations to set forward-looking strategic directions derived from plausible future scenarios;
- c. Develop the training, research, and facilitation skills of participants so that they can lead their own scenario development exercises and conduct strategic foresight training sessions within their countries; and
- d. Identify critical policy areas and planning processes where strategic foresight can be applied within participants' countries and develop realistic action plans for that purpose.

## **2. Background**

Increasing interconnection and complexity are some of the distinctive features of today's world. Unprecedented rates of change, resulting in unparalleled levels of uncertainty, have made it difficult for decision makers and planners to develop robust strategies. Traditional models of planning which rely solely on linear extrapolations of current trends cannot consider "wild cards" or how certain factors interact in complex ways.

Strategic foresight refers to an organization's capacity to think systematically about the future to inform decision making today. Strategic foresight can be developed by employing and institutionalizing tools such as scenario planning within the planning process. Through these tools, planners may anticipate opportunities and threats occurring in the near and distant future and develop appropriate, robust strategic responses to those possibilities. Scenario planning involves developing, in a rigorous, structured way, several plausible "stories" about the future. The scenarios are then used to develop strategic options and initiatives that are future-ready.

The APO, as the leading intergovernmental organization focused on enhancing productivity in the Asia-Pacific, recognizes that the accelerating and increasingly disruptive global environment makes it more difficult to design strategies to sustain productivity improvement in the future. For this reason, the APO is implementing a series of capability-building courses for the development of planning specialists. This will both strengthen member countries' national policy efforts and create a pool of trainers to disseminate the know-how needed for strategic foresight-based policy planning. The capacity-building initiative will focus on the public sector to broaden the impact, while the approach taken will be in three phases: 1) leveraging understanding and raising awareness of NPOs and the public sector in general; 2) developing in-country trainers; and 3) inculcating foresight thinking into development planning through the creation of national scenarios relevant to member countries' needs and challenges. This capacity-building course for development planning specialists is part of the second phase.

Participants completing this course can expect to gain a deep, practical understanding of strategic foresight and scenario planning and how they can best be used to enhance strategy development and planning in the public sector. Participants will also learn how to lead scenario development and strategic foresight exercises and become confident in their ability to disseminate their knowledge to others in their government units.

## **3. Scope and Methodology**

The training will intensively explore strategic foresight and scenario planning and their processes/steps as well as keys to successful scenario planning, scenario writing, option identification, and foresight in strategic planning. It will emphasize the practical applications of strategic foresight in a public-sector context and develop the teaching and training capabilities of



participants. It will include presentations by resource persons, group exercises, and strategic foresight and scenario development. The feedback from participants in this training will also be used as an input for the development of a *Scenario-planning Trainer's Manual* that will be distributed to participants after the training course. This manual can be used to help participants develop and run their own training sessions in strategic foresight and scenario planning.

The tentative program of the training is given below:

Date/Time	Activity
Sunday, 15 September 2019	Arrival of participants in Manila
Monday, 16 September	Opening session Training overview and expectations Team-building exercises Review of principles of strategic foresight, why it is important, and successful cases
Tuesday, 17 September	Defining the focus for strategic foresight and identifying key actors and stakeholders Developing focal questions Practical session on facilitating critical issue and focal question development
Wednesday, 18 September	Conducting foresight research and environmental scanning Practical session on scanning tools, frameworks, and research skills
Thursday, 19 September	Creating scenario frameworks Defining critical uncertainties Strategic storytelling Practical session on communicating scenarios to a public-sector audience
Friday, 20 September	Strategy: applying scenarios Identifying and refining strategic options Embedding foresight practice and evaluation Follow-up
Saturday, 21 September	Departure of participants

#### 4. Qualifications of Candidates

The participants are expected to possess the following qualifications:

Present Position	Officials of government agencies involved in formulating national-level economic planning or sectoral-level planning related to industry, manpower, economic affairs, or economic development or from other relevant government agencies including NPOs. Senior-level members of key industrial and trade associations will also be considered.
Experience	At least two years of experience in the position described above.
Education	University degree or equivalent qualification from a recognized university/institution.
Language	All proceedings of the project are conducted in English, and participants are frequently required to make oral and written presentations. They must therefore be proficient in spoken and written English. Those who are not proficient in English will not be accepted.
Health	Physically and mentally fit to attend an intensive project requiring

participants to complete a number of individual and group activities. It is therefore recommended that member countries do not nominate candidates likely to suffer from physical and mental stress.

**Age** Candidates who fit the above profile are typically between 30 and 50 years of age.

**Attendance** Participants are required to attend the entire program.

## **5. Financial Arrangements**

The APO will meet the all related costs of assigning of one international resource person (Mr. Jonathan Star), while the DAP will be responsible for all local implementation costs.

## **6. Roles and Responsibilities**

The roles and responsibilities of the implementing organization (DAP) and APO are:

### **DAP**

- a. Organize a five-day training course in Manila, the Philippines;
- b. Assign a program manager and local coordinator(s) to organize the training (e.g., meeting room, participants' administration, training materials, exams including collecting the scores and communicating them to the APO Secretariat, and logistics);
- c. Invite local participants;
- d. Maintain the overall quality of the training including ensuring the proper transfer of knowledge from the resource persons to participants;
- e. Inform participants that they must attend the entire program to receive the APO certificate and collect attending participants' signatures every day;
- f. Prominently display the APO name and logo on a banner in the training venue on the working days of the project;
- g. Distribute certificates to participants who attended the entire project; and
- h. Distribute the completed trainer's manual to participants who attended the entire project.

### **APO**

- a. Assign one international resource person (Mr. Jonathan Star);
- b. Assist the DAP in finalizing the course content in consultation with the resource person;
- c. Assist the international resource person in developing and finalizing the trainer's manual to be given to participants after completion of the course;
- d. Issue certificates based on the participants' attendance submitted by the DAP; and
- e. Provide administrative support as detailed in the Project Notification.

## **Final Project Output and Outcomes**

The project is expected to create a pool of strategic foresight and scenario planning trainers and practitioners in the Philippines who can act as trainers/consultants in their fields. In line with this outcome, it is expected that the resource person will, with input from the APO, develop a trainer's manual to serve as a reference for participants who complete the program.

Upon completion of the project, the DAP will undertake the following:

- a. Submit a comprehensive report on the training course detailing how the project was carried out and explaining its benefits and possible advantages to stakeholders with as much as information as possible. The report is to be submitted within one month of project completion



and/or together with the evidence for the financial settlement.

- b. Submit publications related to the project if any, e.g., newsletters or website articles written in English or the local language including local media coverage of the event.
- c. Disseminate the knowledge and experience gained on the subject to the public sector through publications, consulting, and training services.
- d. Submit an assessment of the program within six months of project completion.
- e. Report any follow-up actions to the project.

After completion of the training, participants or their organizations will undertake the following:

- f. Submit action plans to their organizations for the utilization of concepts and practices in their own strategic foresight and scenario planning training and activities;
- g. Inform the DAP and APO of success stories on the implementation of the lessons and insights learned from the training; and
- h. Submit requirements for government agency assistance for their own action plans.

#### **7. Evaluation of Participants**

If the conduct/attendance/performance of a participant is not satisfactory, these will be reported to the APO director concerned.

#### **8. Guide for Participants**

Other conditions for participation are given in the *APO Guide for Participants*, which is available from APO Liaison Officers/NPOs in member countries and on the APO website ([www.apo-tokyo.org](http://www.apo-tokyo.org)).

#### **9. Dress Code**

Participants are required to wear business attire during the project. Other instructions will be provided in the circular for participants.



Dr. Santhi Kanoktanaporn  
Secretary-General

## **POSTPROJECT ACTIVITY GUIDELINES**

The follow-up actions by participants after project attendance determine the extent of multiplier effects (outcomes) of APO projects in member countries. The APO has therefore established an interdepartmental Participant Selection Committee to ensure selection of the most appropriate candidates. A key consideration is whether individuals are in a position, have the ability, and are willing to undertake follow-up actions after project attendance.

Each participant is required to undertake follow-up actions after attending an APO project based on his/her learning from it and report on those activities to the NPO of his/her country and the APO Secretariat, following the guidelines below:

### **Examples of Follow-up Activities**

The examples below are suggestions and are not meant to limit participants' choices of follow-up actions:

- a. An official report on project attendance to participants' organizations, or NPOs, or both;
- b. Newspaper/magazine articles based on learning from the project;
- c. Application of knowledge, skills, techniques, or technologies for improving job performance and/or organizational capacity;
- d. Delivering a presentation or lecture on the project topic;
- e. Conducting a workshop/seminar/conference/forum on the project topic;
- f. Improving training/teaching/extension materials related to the project topic; and
- g. Sharing project findings with colleagues, professional groups, or others.